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UNITED STATES DEPARTMENT OF AGRICULTURE  
Food Distribution Administration  
Washington, D. C.

January 28, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 6

Responsibilities of Program Liaison Office, Commodity Branches and Requirements and Allocations Control in Allocation of U. S. Food Supplies

Secretary's Memorandum No. 1068, dated January 26, 1943, and the accompanying procedure for allocation of United States Food Supplies is self-explanatory and should be read carefully by members of our staff who are concerned with this work.

The requirements and allocations function is extremely important and the Food Distribution Administration has been assigned difficult responsibilities which must be carefully and expeditiously discharged. The procedure for the allocation of food supplies is sufficiently detailed to apply to the Food Distribution Administration with little elaboration. The following delineation of responsibility is established among Branches and Divisions concerned.

1. Generally speaking, responsibility for consolidating requirements and our supply position rests with Requirements and Allocations Control. This group will act as a coordinating, correlating, and analyzing unit, and will be the focal point for information internally within FDA upon requirements and supply data. In performing these functions the Requirements and Allocations Control staff shall work closely with the commodity branches and with the program liaison officers. Where the chief of a commodity branch is heavily pressed with duties at the present time, it is desirable that he designate a member of his staff to serve as his principal aide in this work and to notify Mr. Cassels of such designation at the earliest possible moment, with carbon copy to the Director and Deputy Directors.
2. The program liaison officers under the approved procedure will receive requests for supplies from stated categories of claimants listed in the procedure. These requests will be forwarded immediately to the Requirements and Allocations Control, which will supply a carbon copy to Mr. Byron Spence of Lend-Lease Administration in the case of Lend-Lease countries for his information, and a copy in all cases to the appropriate commodity branch chief. Program liaison officers will cooperate in any way requested by the Requirements and Allocations Control in working out with the claimant agencies the form in which requirement estimates are to be submitted, the factual data needed to support them, and the statements of justifications to be submitted with them.

Requests of the claimant agencies are not to be regarded as official requirement estimates until they have been entered as such and released for internal distribution by the Requirements and Allocations Control.

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3. The commodity branches shall take the initiative in working with all commodity experts so that the supply information available in all parts of the Department can be put together and agreement reached on the figures to be accepted as the best available current estimate of supply. The commodity branches shall utilize for such purpose official estimates available from the Bureau of Agricultural Economics and from other Government agencies where specific responsibility for the gathering of data for publication has been assigned.

The commodity branches shall work closely with the Food Production Administration both in the initial stage of securing supply estimates and in order to refer recommended production adjustments to the Food Production Administration. Such recommendations shall be communicated formally from the Director of the Food Distribution Administration to the Director of the Food Production Administration whenever significant adjustments are proposed.

4. In accordance with Secretary's Memorandum No. 1069, dated January 26, 1943, United States representatives, alternate representatives and associate representatives of the International Commodity Committees of the Combined Food Board have been approved by the Secretary. These representatives are as follows:

a. Meat and Meat Products

Representative:	H. E. Reed, Meat and Livestock Branch, FDA
Alternate:	W. O. Fraser, Meat and Livestock Branch
Associate Representative:	W. W. Wilcox, Requirements and Allocations Control, FDA
Alternate:	C. I. Hendrickson, Requirements and Allocations Control

b. Dairy and Poultry

Representative:	T. G. Stitts, Dairy and Poultry Branch, FDA
Alternate:	Dewey Termohlen, Dairy and Poultry Branch
Associate Representative:	H. L. Forest, Requirements and Allocations Control, FDA
Alternate:	G. C. Laughlin, Requirements and Allocations Control

c. Fruits and Vegetables

Representative:	W. G. Meal, Fruit and Vegetable Branch, FDA
Alternate:	S. R. Smith, Fruit and Vegetable Branch
Associate Representative:	J. M. Cassels, Requirements and Allocations Control, FDA
Alternate:	W. E. F. Conrad, Requirements and Allocations Control

d. Fats and Oils

Representative: T. L. Daniels, Fats and Oils Branch, FDA  
Alternate: R. W. Capps, Fats and Oils Branch  
Associate Representative: W. W. Wilcox, Requirements and Allocations  
Control, FDA

e. Sugar

Representative: Joshua Bernhardt, Sugar Branch, FDA  
Alternate: C. M. Nicholson, Sugar Branch  
Associate Representative: W. W. Wilcox; Requirements and Allocations  
Control, FDA

f. Fish and Fish Products

Representative: H. C. Albin, Special Commodities Branch, FDA  
Alternate: L. C. Hopkins, Special Commodities Branch  
Associate Representative: W. W. Wilcox, Requirements and Allocations  
Control, FDA  
Alternate: T. G. Evans, Requirements and Allocations  
Control

g. Spices, Coffee, Cocoa

Representative: H. C. Albin, Special Commodities Branch, FDA  
Alternate: Gordon P. Peyton, Special Commodities Branch  
Associate Representative: H. L. Forest, Requirements and Allocations  
Control, FDA

h. Tea

Representative: H. C. Albin, Special Commodities Branch, FDA  
Alternate: Gordon P. Peyton, Special Commodities Branch  
Associate Representative: H. L. Forest, Requirements and Allocations  
Control, FDA

i. Tobacco

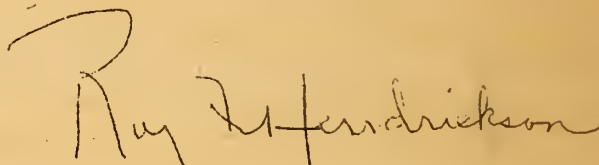
Representative: Charles E. Gage, Tobacco Branch, FDA  
Alternate: C. J. Shohan, Tobacco Branch  
Associate Representative: W. W. Wilcox, Requirements and Allocations  
Control, FDA  
Alternate: C. I. Hendrickson, Requirements and  
Allocations Control

j. Rice

Representative: E. J. Murphy, Grain Products Branch, FDA  
Alternate: T. B. King, Grain Products Branch  
Associate Representative: H. L. Forest, Requirements and Allocations  
Control, FDA



5. The principal United States representative of an International Commodity Committee is responsible for presenting the American supply position and recommended allocation of supplies as directed and authorized by the Director. The associate representative is responsible for advising the principal representative, for preparation of the necessary data, dockets and memoranda and keeping records of the action of the Committee. The United States representatives of these Committees will maintain close working relationships with other United States agencies which are concerned with matters dealt with in meetings of these Committees.

A handwritten signature in dark ink, reading "Ray F. Hendrickson". The signature is written in a cursive style with a large, stylized initial "R".

Director

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UNITED STATES DEPARTMENT OF AGRICULTURE  
Food Distribution Administration  
Washington, D. C.

March 3, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 7

Membership on Combined Food Board Commodity Committees

In accordance with Secretary's Memorandum No. 1068, the following United States representatives, alternate and associate representatives to the International Commodity Committees of the Combined Food Board are appointed.

I. Vitamins

Representative:	H. C. Albin, Special Commodities Branch, FDA
Alternate:	L. Thornton Davis, Special Commodities Branch, FDA
Associate Representative:	W. W. Wilcox, Requirements and Allocation Control, FDA
Alternate:	J. G. Evans, Requirements and Allocation Control, FDA

II. Seeds

Representative:	E. J. Murphy, Grain Products Branch, FDA
Alternate:	W. A. Wheeler, Grain Products Branch, FDA
Associate Representative:	Sherman E. Johnson, Production Programs Branch, FPA
Alternate:	R. S. Kifer, Production Programs Branch, FPA
Associate Representative:	H. L. Forest, Requirements and Allocation Control, FDA

III. Agricultural and Food Machinery

Representative:	J. B. Wyckoff, Facilities Branch, FDA
Alternate:	A. A. Thomson, Facilities Branch, FDA
Associate Representative:	J. M. Cassels, Requirements and Allocation Control, FDA
Associate Representative:	David Meeker/1, Production Supplies Programs Branch, FPA

The Director of Food Production has approved the appointment of the designated representatives from the Food Production Administration.

Approved

*Claude P. Wickard*  
Secretary

*Roy F. Hendrickson*  
Director

/1 Mr. Meeker shall serve as principal representative of the United States when the Committee considers matters relating to agricultural production machinery.





Reserve

UNITED STATES DEPARTMENT OF AGRICULTURE  
Food Distribution Administration  
Washington, D. C.

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U. S. DEPT. OF AGRICULTURE  
March 10, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 8

Procedure with Respect to Proposals for the Allocation of  
U. S. Food Supplies Among Claimant Agencies and Commitments  
under Procurement Programs

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The procedure with respect to proposals for the allocation of U. S. Food Supplies contemplates the following:

1. Allocations for 100 percent of requirements should in no instance be provided ahead for a period in excess of 3 months.
2. Allocations for periods beyond 3 months and not more than 6 months should in no instance exceed 75 percent of requirements, and generally we will aim at 2/3.
3. Requirements should be obtained for four 3-month periods ahead. For production planning purposes, prospective requirement estimates on an annual basis will be obtained two years in advance.

With respect to so-called "commitments" under our procurement programs, the following procedure shall apply:

1. No pledges of supplies shall be made in excess of any formal allocation on record with Requirements and Allocations Control.
2. No pledge of supplies shall be made for any period in excess of 3 months to any Mission or Requirement group.

This does not prohibit informing any Mission or Requirement group that we plan to meet allocations per 2 above, but all communications should stress that such tentative plans are not firm commitments and should not be so construed.

3. All commitments for 3 months ahead are regarded as firm commitments on the part of this Department, and must be met.
4. No oral commitments whatsoever shall be made, either on the part of members of the staff or any members of a Branch, in relation to supplying specific quantities to any Requirement group.
5. All commitments of any kind shall be in writing, within the above limitations, and appropriately cleared. Effective immediately, we will cease sending unsigned memoranda to any Mission or Requirement group. Instead, while continuing the practice of numbering and clearing through the Program Liaison Division, they shall be prepared in all instances for the signature of the Director or Deputy Director in charge of procurement coordination.

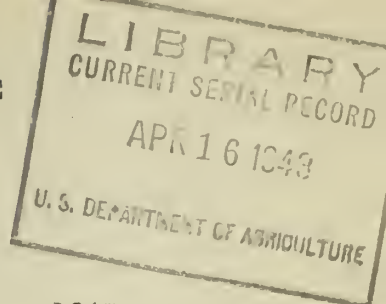
*Roy F. Hendrickson*  
Director



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UNITED STATES DEPARTMENT OF AGRICULTURE  
Food Distribution Administration  
Washington, D.C..



March 10, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 9

Supply Estimates Committees

Since it is essential in making allocations that the best possible supply estimates be obtained as a basis for this work, I want the Chief of each Commodity Branch to establish, for the commodities assigned to him, formal Supply Estimates Committees. A member of his staff would serve as chairman of each Committee and a member of the Requirements and Allocations Control staff should be the Secretary. In each case, the Director of the Food Production Administration and the Chief of the Bureau of Agricultural Economics should be asked to designate members who can act as the responsible representatives of these Agencies. Wherever appropriate, representatives of other Agencies should be added on the initiative of the Chief of the Commodity Branch.

Roy F. Hendrickson



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Food Distribution Administration  
Washington, D. C.

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March 10, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 10

United States Representation on the International Commodity  
Committees of the Combined Food Board

It is important that we all have a clear understanding of the change in the character of the International Commodity Committees of the Combined Food Board that was brought about by the Secretary's Memorandum No. 1068 on Allocation Procedures, and that our participation in the activities of these Committees be consistent with what the Secretary intended.

Originally, as you know, the United States representation on these Committees was obtained by invitations being issued by the Secretariat of the Combined Food Board to all United States Government Agencies that had an interest in the problems. Later there was an attempt under the Office for Agricultural War Relations set-up to pull these United States representatives together into a united delegation. These methods were unsatisfactory from all points of view, but were the best that could be developed until the authority for administration of the food program of this country was clarified in the President's Executive Order of December 6, 1942.

Now there is one central food authority for the United States and representation on the International Committees set up by the Combined Food Board can be properly obtained only from that authority. The procedures laid down in the Secretary's Memorandum No. 1068 were drawn up with this in mind and were fully concurred in by Mr. Wheeler as well as by myself before the Memorandum was signed. The Memorandum authorizes me, as Director of the Food Distribution Administration, to appoint the United States representatives to all the International Committees on food and food processing. In each case, I have appointed a "principal" representative from the Commodity Branch concerned and an "associate" representative from the staff of Requirements and Allocations Control. Their responsibilities are explained in paragraph 5 of Supplement 6 to Director's Memorandum No. 16. It is important that these representatives understand clearly that it is to me that they are responsible in carrying on these international negotiations.

The United States Inter-Agency Committees with which we consult in working out allocation plans are "advisory" committees. Although they are made up in many cases of the same people who were formerly invited by the Combined Food Board to participate as an American delegation in International Committee meetings, they do not have, under the set-up established by the Executive Order of December 6, any corporate responsibility or authority. If any members of these United States Committees have a contribution to make at an International Committee meeting, they should be asked by one or other of the

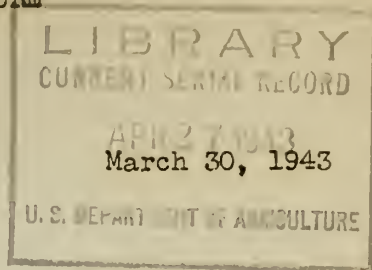


appointed representatives to attend as adviser to the United States members of the Committee. I am asking Mr. Wheeler to make sure that the International Chairmen understand that the previous procedure of having invitations issued by the should now be definitely discontinued.

In the cases of certain food products where imports are of major importance, another associate representative will be appointed by the Commodity Credit Corporation.

*R. J. Anderson*

UNITED STATES DEPARTMENT OF AGRICULTURE  
Food Distribution Administration  
Washington, D. C.



DIRECTOR'S MEMORANDUM No. 16  
Supplement 11

Membership on Combined Food Board International Commodity Committees

In accordance with Secretary's Memorandum No. 1068, the following United States representatives, alternate and associate representatives to the International Commodity Committees of the Combined Food Board are appointed:

I. Peas, Beans and Lentils

Representative:	E. J. Murphy, Grain Products Branch, FDA
Alternate:	Reed Pond, Grain Products Branch, FDA
Associate Representative:	W. W. Wilcox, Requirements and Allocation Control, FDA
Alternate:	C. I. Hendrickson, Requirements and Allocation Control, FDA

R. W. Capps, Fats and Oils Branch, FDA, is designated as representative on the Fats and Oils Committee, vice T. L. Daniels, who has resigned, with C. T. Prindeville, Fats and Oils Branch, FDA, as his alternate.

*Roy F. Hendrickson*  
Director

Approved: *Claude R. Wickard*  
Secretary



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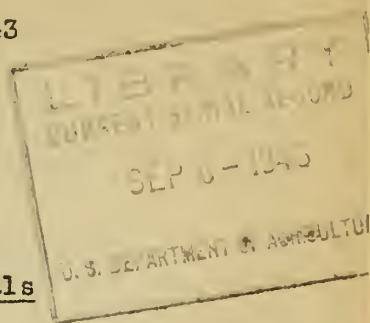
WAR FOOD ADMINISTRATION  
Food Distribution Administration  
Washington 25, D.C.

June 14, 1943

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DIRECTOR'S MEMORANDUM NO. 16

Supplement 12

Clearance of International Commodity Committee Proposals



In order to insure that all recommendations and proposed agreements originating from the work of the International Commodity Committees of the Combined Food Board are consistent with the over-all allocation policies of the Food Distribution Administration and that they can be promptly dealt with at the meetings of the Board itself and of the Food Advisory Committee, the principal United States representative should clear the final draft before signing with the associate representative designated from the staff of Requirements and Allocations Control and with me, or in my absence, Major Olmstead. In addition to the original which is to be signed by the principal representative, there should be obtained from the Secretariat of the Combined Food Board, at the same time, three additional copies, one to be filed by the principal representative and two to be transmitted through the associate representative to the Chief of Requirements and Allocations Control and to the Secretary of the Food Advisory Committee, respectively.

Roy F. Hendrickson





WAR FOOD ADMINISTRATION  
Food Distribution Administration  
Washington 25, D. C.

June 16, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 13

Membership on Combined Food Board International Commodity Committee

In accordance with War Food Administrator's Memorandum No. 7, the following United States representative, alternate and associate representatives are hereby appointed to the International Cereals and Feed Committee of the Combined Food Board:

Representative:	E. J. Murphy, Grain Products Branch, FDA
Alternate:	T. B. King, Grain Products Branch, FDA
Associate Representative:	George Kublin, Western Division, FPA
Associate Representative:	R. H. Allen, Requirements and Allo- cation Control, FDA

The Director of Food Production has approved the appointment of the designated representative from the Food Production Administration.

*Roy F. Hendrickson*  
Director

Approved: *Chester C. Evans*  
War Food Administrator

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WAR FOOD ADMINISTRATION  
Food Distribution Administration  
Washington 25, D. C.

November 2, 1943

DIRECTOR'S MEMORANDUM NO. 16  
Supplement 14

Requirements and Allocation Procedure

For the purpose of recommending food requirements and allocations internationally, through the medium of the Combined Food Board, and nationally, through the medium of the Food Requirements and Allocations Committee, and for the further purpose of fully coordinating such recommendations so they may be considered in establishing production goals within the United States and within other United Nations, the following procedure shall govern:

1. As Chairman of the Food Requirements and Allocations Committee (established by Administrator's Memorandum No. 30) I am designating Major Ralph W. Olmstead as Executive Officer and shall establish such sub-committees as may be necessary to deal with each major food product. Each sub-committee shall consist of a chairman, a secretary, and such advisory members as may be selected by the chairman. The sub-committee chairman and the Chief of Requirements and Allocations Control shall jointly submit to the Executive Officer all recommendations on requirements and allocations of foods within the United States. The Executive Officer shall submit recommendations to the Chairman of the Food Requirements and Allocations Committee, and, the Chairman of the Food Requirements and Allocations Committee shall submit recommendations to the War Food Administrator.
2. As Chairman of the Food Requirements and Allocations Committee, in my capacity as Deputy United States member of the Combined Food Board, I am designating Major Ralph W. Olmstead as Executive Officer.
3. The Chiefs of the following Branches of FDA, or such persons as they may designate, shall be Chairmen of the respective commodity sub-committees of the Food Requirements and Allocations Committee and they shall be United States spokesmen on the respective commodity committees of the Combined Food Board.

Branch	Commodity Committee	
	Food Requirements and Allocations Sub-Committee (U.S.)	Combined Food Board Committee (International)
Livestock -----	: Meat and Meat Products	: Meat and Meat Products
Fats and Oils -----	: Fats and Oils	: Fats and Oils
Sugar -----	: Sugars and Syrups	: Sugar
Tobacco -----	: Tobacco	: Tobacco
Grain Products -----	: Seeds	: Seeds
	: Cereals and Feeds	: Cereals and Feeds
	: Pulses	: Pulses
	: Rice	: Rice
Dairy and Poultry -----	: Soybeans	:
	: Poultry and Eggs	: Dairy and Poultry
	: Dairy	: products
Fruits and Vegetables -----	: Vegetables	: Fruits and Vegetables
	: Fruits	: Dehydration
	: Dehydration	:
Special Commodities -----	: Fish and Fish Products	: Fish and Fish Products
	: Vitamins	: Vitamins
	: Beverages	: Tea (In London)
	: Spices	: Spices, Coffee and Cocoa
	: Peanuts	:

4. The Chairman of each Food Requirements and Allocations Sub-Committee and the Chief of Requirements and Allocations Control shall have the responsibility for making recommendations. The Chairman shall select the membership of the sub-committee from such Governmental Agencies as he deems appropriate.
5. The Chief of Requirements and Allocations Control shall designate Secretaries for each of the Food Requirements and Allocations Sub-Committees.
6. The Secretaries shall collect and assemble all data on supply, requirements, and allocations, and shall keep the records of committee meetings.
7. The United States Spokesman on each Combined Food Board Committee shall have sole responsibility for presenting the United States position at meetings of the committee. In ascertaining the United States position he may consult representatives of such Governmental Agencies as he deems appropriate. On major issues he shall secure approval of such position from the Chairman of the Food Requirements and Allocations Committee before each committee meeting. If the United States Spokesman fails to reach agreement with the other Combined Food Board Spokesmen he shall submit the question to the United States Executive Officer of the Combined Food Board.

This memorandum supersedes Director's Memoranda 16 - Supplement A, Supplement C, and Supplement D.

*Roy F. Hendrickson*

Director

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WAR FOOD ADMINISTRATION  
Food Distribution Administration  
Washington 25, D. C.

November 9, 1943

DIRECTOR'S MEMORANDUM NO. 16

Supplement 15

Requirements and Allocations Procedure

In accordance with Administrator's Memorandum No. 30, of October 28, 1943, I am designating the Chief of Requirements and Allocations Control as Deputy Executive Officer of the Food Requirements and Allocations Committee, and as Deputy Executive Officer of the Combined Food Board. The Chief of Requirements and Allocations Control shall also assume responsibility for receiving, assembling, distributing, and reviewing all requirements for United States foods.

Roy F. Hendrickson

Director

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Requirements and Allocations: Procedure governing

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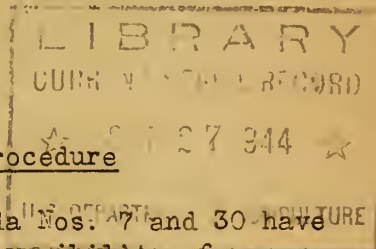
WAR FOOD ADMINISTRATION  
Office of Distribution  
Washington 25, D. C.

September 15, 1944

DIRECTOR'S MEMORANDUM NO. 16

Revision 1

Requirements and Allocations Control Procedure



- I. RESPONSIBILITY: War Food Administrator's Memoranda Nos. 7 and 30 have delegated to the Director of Distribution the responsibility of recommending to the War Food Administrator allocation of foods. The allocation procedure provides the blueprint for the equitable and effective distribution of food commodities in the best interests of the war effort.

Requirements and Allocations Control - The staff work involved in the task of allocations is assigned to Requirements and Allocations Control. Requirements estimates are obtained by the Branch for four 3-month periods in advance. For production planning purposes prospective requirements on an annual basis are obtained 2 years in advance. Members of the Requirements and Allocations Control staff serve as secretaries to the Food Requirements and Allocations Committee and its subcommittees, and to the Combined Food Board and its commodity committees. Branch members also aid the Chairman and U. S. members, respectively, of these committees in the preparation and analysis of allocation recommendations. Under the general supervision of the Deputy Director for Supply the executive officer of the Food Requirements and Allocations Committee, who is also Chief of Requirements and Allocations Control, coordinates all activities leading to the development of tentative allocations for submission to the Food Requirements and Allocations Committee.

- II. TYPES OF ALLOCATIONS: There are two principal types of allocations: (1) The international allocation which recommends the distribution of world supplies of food among various nations; and (2) the national allocation which divides the available supply of United States food among the various claimants.
- A. National Allocations. Requirements and Allocations Control serves as a staff group for the following committees which assist in the formulation of allocation recommendations:
1. Food Requirements and Allocations Committee. This is an inter-agency committee consisting of (1) Director of the Office of Distribution as Chairman, (2) Deputy Director for Supply as Vice Chairman, (3) Chief of Requirements and Allocations Control as Executive Officer, (4) representatives of the following Government agencies: Departments of State, War, and Navy, Foreign Economic Administration, War Production Board, War Shipping Administration, Civilian Food Requirements Branch, Procurement and Price Support Branch, Office of Production,

and Agricultural Adjustment Administration, and such other interested agencies as are invited.

The responsibilities of this committee are as follows:

- a. Serves in an advisory capacity to the Director of Distribution who makes allocation recommendations to the War Food Administrator.
  - b. Reviews recommended allocations and proposed United States positions from the various Food Requirements and Allocations Subcommittees.
  - c. Considers points in disagreement whenever Food Requirements and Allocations Subcommittees are unable to reach a unanimous decision. If this committee feels that an allocation decision should be altered, and the Director of Distribution as Chairman concurs, its Secretary returns a proposal to the subcommittee outlining the desired changes.
  - d. The Chairman, within limitations of foreign policy established by the Department of State, recognizes the final authority of the F. E. A. representative on questions involving distribution between various foreign claimants of U. S. exports and foreign foods.
  - e. Transmits approved recommended allocations either to (1) the War Food Administrator for his approval as a U. S. allocation, or (2) to the U. S. member on the appropriate Combined Food Board Commodity Committee to be the "U. S. position."
  - f. Gives further consideration to recommended allocations which are returned by the War Food Administrator if he disapproves the recommended allocation.
2. Food Requirements and Allocations Subcommittees. The subcommittee consists of the commodity Branch Chief or his alternate as chairman, a secretary and assistant secretary from Requirements and Allocations Control, and a membership to be determined by the chairman of the committee under the direction of the Deputy Director for Supply.

The responsibilities of the Committee are as follows:

- a. Balances the available supply of food as previously determined by the Supply Estimates Committee against the competing requests of the various claimants.
- b. Formulates tentative recommended allocations for the various commodities. These are accompanied by an economic memorandum explaining the reasons for such an allocation.



- c. Reviews, as advisor to the U. S. members of the Combined Food Board Commodity Committee, positions to be taken by the chairman in negotiating international allocations.
  - d. Submits approved statements of position as its recommendation for final clearance by the Food Requirements and Allocations Committee. Such submissions will list the members of the subcommittee and indicate their concurrence or exception to the proposed recommendation.
3. Supply Estimates Committees. A Supply Estimates Committee will be established for each commodity or group of commodities as needs require. The committee consists of a chairman designated by the Chief of the appropriate commodity branch, a secretary from the staff of Requirements and Allocations Control, representatives of the Office of Production and the Bureau of Agricultural Economics, appointed by their respective agencies, and such additional persons as may be deemed essential by the chairman.

The commodity Branch Chief, jointly with the executive officer of the Food Requirements and Allocations Committee, determines the commodities within his jurisdiction for which there should be an allocation. The chairman of the appropriate Supply Estimates Committee is responsible for calling meetings of the committee. The committee meets as often as necessary but not later than seven weeks before the beginning of any allocation quarter. Its responsibilities are:

- a. To revise earlier estimates for the current allocation year.
- b. To project a forecast of production, imports, and stocks for the allocation year about to begin.
- c. To develop estimates of the supplies of selected commodities expected to be available during an allocation period. These estimates are tabulated by the secretary of the Food Requirements and Allocations Subcommittee and, for purposes of allocation, become the official estimates of the WFA.

B. International Allocation Recommendations

- 1. Combined Food Board. Recommendations for the international allocation of food and related commodities are made through the Combined Food Board. The Board consists of one member each from Canada, the United Kingdom, and the United States. A chairman is appointed by the President of the United States and jointly approved by the Prime Ministers of Canada and the United Kingdom. In addition to the members of the Board, each member nation appoints a deputy member, an executive officer, and a deputy executive officer. A secretary is named by the Board.

2. Commodity and Special Committees of the Combined Food Board.

The staff work of the Combined Food Board is performed by a series of commodity committees. Each commodity committee of the Combined Food Board consists of (1) a chairman appointed by the Board, (2) three members appointed as their national representatives respectively by the Governments of Canada, the United Kingdom, and the United States, and (3) a secretary and assistant secretary, appointed by the executive officers. On occasion, consultants or observers may be invited by the several national members or, upon approval of the executive officers, by the chairman. At times it may be desirable to have acceptance of committee proposals by representatives of one or more countries outside the Board. Their failure to accept, however, does not necessarily mean that the proposal will be rejected by the committee.

Special Committees may be established from time to time to consider matters which do not fall within the scope of existing commodity committee functions.

Proposals for allocations must be unanimously agreed to by the three commodity committee members. Lacking such unanimous agreement, a memorandum explaining the points in dispute and requesting a reconciliation of them is prepared by the secretary and transmitted to the executive officers. Upon resolving such disputed points in any case, the executive officers so advise the appropriate committee. If they are unable to obtain agreement, the question is placed before the Board.

3. Recommendation of the Combined Food Board. Copies of recommendation proposals approved by the Combined Food Board are transmitted to each of the three Governments for concurrence.

C. Relationship of National and International Allocations. The international allocation recommendation of the Combined Food Board should be made before the United States domestic allocation becomes firm. Where this cannot be done, the domestic allocation should be made consistent with principles established by the Combined Food Board, and should be made part of the American position to be taken at the Combined Food Board meeting.

III. DEPUTY DIRECTOR FOR SUPPLY: The Deputy Director for Supply will serve as the United States executive officer of the Combined Food Board. He will have staff responsibility for matters relating to (1) the assembling of food requirements of claimant agencies; (2) reviewing such requirements; (3) recommending tentative allocations to the Director; and (4) serving as vice chairman of the Food Requirements and Allocations Committee and in absence of the Director acting as its chairman.

IV. EMERGENCY ALLOCATIONS: Emergency allocations will be made by the Deputy Director for Supply or his designee to cover emergency requests for food not provided for in the regular quarterly allocations.

- V. ALLOCATION AUDITS: Requirements and Allocations Control is assigned primary responsibility for checking on deliveries as related to allocations.

This memorandum supersedes Director's Memorandum No. 16, dated July 8, 1942, and all its Supplements, except Supplement E: "Establishment of the Inter-Agency Food Procurement Committee." Remove Director's Memorandum No. 16 and its supplements, except "E" from the manual and insert this Memorandum.



Director

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Requirements and Allocations

Allocation of U.S. Food Supplies, procedures for

Combined Food Board, Membership and Clearance of Allocation Proposals

Commodity and Special Committees, Membership and Clearance of Allocations Proposals

Food Requirements and Allocations Committee, Membership and Responsibilities

Sub-committees, Membership and Responsibilities

Supply Estimates Committee, Membership and Responsibilities

Types of Allocations





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DIRECTOR'S MEMORANDUM No. 16  
Supplement D

Procedure for Presentation of Material Before the Secretary's  
Food Advisory Committee

The Secretary's Food Advisory Committee will ordinarily meet each Tuesday at 10:30 a.m. While procedures have not been fully established on materials relating to the Food Advisory Committee, I would like to suggest tentatively that the following steps should be taken:

1. Send a brief memorandum not later than Wednesday, 12:00 a.m. indicating materials you would like to submit to the Food Advisory Committee within the next three weeks and the probable dates for their inclusion. Copies of this memorandum should go to:

Mr. Hendrickson	Major Olmstead
Mr. Kitchen	Dr. Gold

2. Memoranda for actual presentation at the specific weekly meetings should be prepared for signature of the Director and will ordinarily be signed by Friday of each week. These memoranda should be sent to Dr. Gold not later than Thursday of each week for clearance with the Director and inclusion on the agenda of the Advisory Committee. The memoranda should be quite brief and cover:

- a) The action recommended.
- b) The reasons for it.
- c) The effect on civilian supply.
- d) A very brief summary of the principal provisions.
- e) The degree of urgency involved.

3. Attendance at these meetings must be strictly limited. In general, it is contemplated that not more than one branch representative will be present when material relating to that branch is to come up before the committee.

Copies of directives or orders should not be included in the material sent to the Food Advisory Committee. However, all directives should be completed, all signatures except the Secretary's obtained, and the press releases prepared and approved. This material should be made available to Dr. Gold not later than Monday for the following Tuesday's meeting.

Where possible, simple graphic charts should be used for presentation at the committee meetings. Mr. Rennie, Marketing Reports Division, will assist you in this.

When it is determined that particular matters will be brought up before the Food Advisory Committee, it will be necessary for the branch to ditto or mimeograph 50 copies of the memoranda and have them in Dr. Gold's office not later than 12:00 a.m. Saturday preceding the Tuesday meeting.

*Roy Hendrickson*  
Director





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DIRECTOR'S MEMORANDUM NO. 16

Supplement E

Establishment of the Inter-Agency Food Procurement Committee

Pursuant to the Secretary's direction there is being established the Inter-Agency Food Procurement Committee. The functions of the committee are, through providing a focal point of consideration, to coordinate food procurement in the various Governmental procurement agencies, including such matters as purchase policies, methods, and procedures, packaging, transportation, shipping, warehousing, specifications, price policies, inter-agency transfers, correlation of timing of purchases, and associated problems in an effort to secure efficient, smoothly functioning procurement of food throughout the Government. Problems concerning or affecting food procurement involving inter-agency relationships shall be brought before this committee for consideration and review. Specifically whenever any limitation, reservation, or conservation order is prepared for issuance or whenever any other regulatory measure incident to or affecting procurement is proposed, it should be referred to the Procurement Committee for recommendations with respect to policies and methods of Governmental procurement.

This committee can serve a very real function in developing a more unified and efficient Governmental procurement program for food. It will serve in a sense as a sub-committee of the Food Advisory Committee and is the level at which all inter-agency procurement problems, policies, and relationships will be considered before their submission to the Food Advisory Committee. It is distinct in function from the Inter-Agency Allocation Committee which will be discussed in a subsequent memorandum.

This committee is to be composed of the Director, acting as Chairman; Major Ralph W. Olmstead, Vice Chairman; Mr. Otie M. Reed, Assistant Deputy Director, will serve as Executive Secretary of the committee; and a representative from the War Department, Navy Department, War Production Board, U. S. Marine Corps, Veterans' Administration, Office of Price Administration, Board of Economic Warfare, and the Commodity Credit Corporation.

Roy F. Hendrickson  
Director

